



Department of the Navy Diversity and Inclusion Roadmap

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Introduction

People are the most important resource in our Department. Our Sailors and Marines are better than at any time in history and our Talent Management Initiatives are designed to keep it that way. The diversity of our Sailors, Marines and civilians is a force multiplier - leveraging their talent in amazing and innovative ways.

To fully leverage the diversity of our workforce, we have to value the diversity of background, diversity of thought, diversity of perspective, and diversity of experience. Furthermore, we must ensure the inclusion of each Sailor, Marine and civilian into every aspect of our operations to enable our collective diversity to achieve the very best results.

The roadmap provided herein discusses ways to harness that diversity and use it to our collective advantage. A diverse force is a stronger force, and one that guarantees our Navy and Marine Corps are reflective and representative of the Nation we defend.

To fight and win in this century we need a force that draws from the broadest talent pools. Diversity across all spheres of our Nation gives the Department of the Navy strength. The success of this roadmap lies in the ability of our military and civilian workforce to make sure this vision of diversity is integrated into everything we do.

We have set high standards for ourselves and our work. Meeting these standards across the board will require commitment at the highest levels within the Department. To remain competitive and an employer of choice, we must be a role model of equal opportunity and foster a culture of inclusion whereby all can achieve their fullest potential.



Franklin R. Parker
Assistant Secretary of the Navy
(Manpower and Reserve Affairs)

Vision

Our U.S. workforce is more diverse than ever. To ensure we maintain maritime superiority and dominance on the battlefield, we must attract, retain and develop an agile, trained, and educated workforce able to prevail today and adapt to the emerging security environment of tomorrow. Capitalizing on and leveraging all the diverse talents, backgrounds, and experiences of our Nation will ensure we achieve success in delivering the advantages to the warfighter that we need to fight and win.

The benefits of building a diverse Department of Navy (DON) workforce are many – from more innovative problem-solving, increased employee retention, to enhanced mission effectiveness. We will win the war on talent by providing the most unique, challenging, and satisfying opportunities to our Nation's top talent. Through policy and practice, we have set the conditions to ensure that all who are qualified to serve in the Navy and Marine Corps, can do so. Our aggressive outreach efforts in civilian hiring; our collaborative outreach to colleges and universities specializing in Science, Technology, Engineering and Mathematics (STEM); our effort to strengthen relationships with private industry and post-secondary institutions; and our work to hire and provide accommodations for Wounded Warriors and individuals with disabilities enables the Department to remain a major competitor for civilian talent in the global market.



"We are stronger, more effective, and more innovative when our workforce reflects our Nation's rich diversity."

~SECNAV Diversity & Inclusion Policy Statement-19 August 2016

Our Values

Our people are our greatest asset. Staying competitive in today's complex environment and winning the war for talent requires an inclusive organizational culture and work environment that appreciates and respects differences. Our ability to recruit, develop, and retain the best-qualified women and men the Nation has to offer requires that all leaders – from our first line supervisors, staff non-commissioned officers, to our flag and general officers and senior executives – be committed to ensuring that all the members of our enterprise have the opportunity to meet their highest potential.

The Department's core values --- **Honor, Courage, and Commitment** --- reinforce our promise to conduct ourselves, as leaders of character and consequence, in the highest ethical manner, to meet the demands of our profession and the mission, and to respect all people without regard to race, age, religion, gender, ethnicity, disability, or sexual orientation. To remain competitive and an employer of choice, the Department must be a role model for Military Equal Opportunity (MEO) and Equal Employment Opportunity (EEO). It must also foster a culture of inclusive excellence.



The Roadmap

This Diversity and Inclusion (D&I) Roadmap is issued in furtherance of Executive Order 13583: “Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce;” Public Law 112-239, The National Defense Authorization Act for Fiscal Year 2013, Section 519: “Diversity in the Armed Forces and Related Reporting Requirements;” and Equal Employment Opportunity Commission Management Directive 715. Its goal is to continue our progress and build upon three strategic imperatives that serve as the cornerstone for improving the Department’s warfighting presence --- not just at the right time, but all the time.

Strategic Imperative 1:

Recruit and access from a diverse group of applicants to secure a high-performing, innovative workforce that reflects all segments of society.



Strategic Imperative 2:

Cultivate an inclusive culture that accelerates opportunities to empower each individual’s maximum impact, encourages innovation and collaboration, enhances developmental opportunities, and retains the best talent to enable uniformed and civilian personnel to contribute to their full potential.



Strategic Imperative 3:

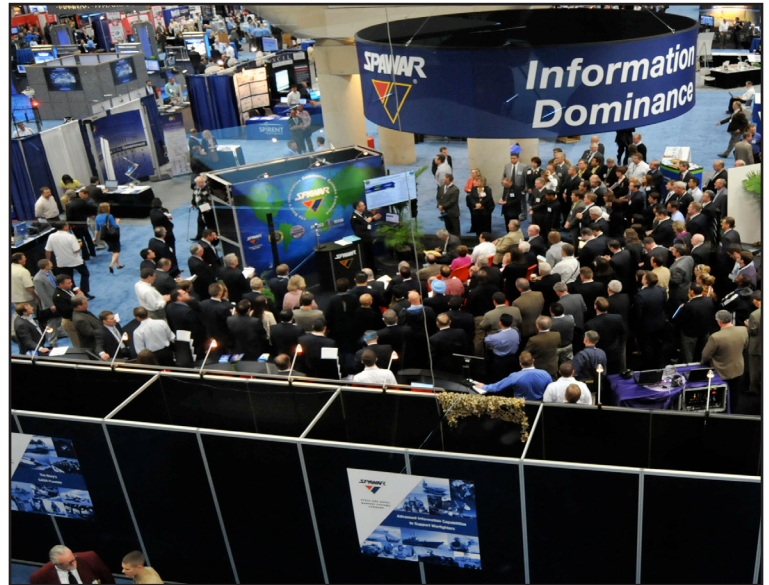
Develop strategies to equip leaders with the ability to effectively manage diversity, be accountable, measure results, and refine approaches to engender a sustainable culture of inclusion.



Strategic Imperative 1

Recruit and access from a diverse group of applicants to secure a high-performing and innovative workforce that reflects all segments of society.

Our global environment requires the Department to broaden its reach to attract a highly diverse workforce with the skillsets needed to address the security challenges of the 21st century. Balancing the investments in technology, equipment, and human capital will ensure we maintain maritime superiority and dominate the battlefield. We are leaders, creators, maintainers, writers, and fighters who work to achieve our mission each and every day. To preserve the DON's status as an employer of choice, targeted outreach strategies must be adopted to stimulate interest in all segments of society particularly in career fields such as ground combat, engineering, and cyber. Exercising innovative hiring methodologies (e.g. special hiring authorities, internships, and tours with industry) will provide the flexibility to expand our recruitment needs especially in our critical positions. To build upon our past successes, greater emphasis is needed in partnering with key affinity organizations that represent a cross-cutting focus on talented individuals from underrepresented segments of society. We must also work strategically with high schools and universities to communicate the value and opportunity of military and federal service within the DON.



"The objective is not to merely strive for representational parity with the face of the Nation, but it is to meet the global challenges ahead with all the strengths, talents, characteristics, and the culture of the Total Force."

~General Robert B. Neller, Commandant of the Marine Corps

Strategic Imperative 2

Cultivate an inclusive culture that accelerates opportunities to empower each individual's maximum impact, encourages innovation and collaboration, enhances developmental opportunities, and retains the best talent to enable uniformed and civilian personnel to contribute to their full potential.

Twenty-first century leadership demands that we move beyond diversity to also capture the potential that comes from inclusion. If diversity is the “What,” then inclusion is the “How” that enables us to leverage the wealth of knowledge, experience, and perspectives of our people in an open, trusting, and diverse workplace. In order to remain competitive in the labor market and attract, recruit, develop, and retain the highest quality workforce, we must guarantee each individual the opportunity to contribute to his or her full potential.

To increase our mission readiness, we must remain focused on identifying those barriers that limit our workforce's ability to reach its highest potential. In addition to our Talent Management Initiatives designed to establish a culture of fitness, encourage innovative thinking, and provide a path to support flexible career choices, we must continue to promote a healthy, agile, and innovative organization capable of attracting, growing, and retaining the talent needed to address the national security challenges of the future.



“Achieving top performance is enhanced when leaders tap into the energy and capability of an actively inclusive team.”

~Admiral John M. Richardson, Chief of Naval Operations

Strategic Imperative 3

Develop strategies to equip leaders with the ability to effectively manage diversity, be accountable, measure results, and refine approaches to engender a sustainable culture of inclusion.

Accountability and commitment from leaders is a significant factor to the success of this strategic imperative. Assessing and evaluating our progress is fundamental to identifying and evaluating outcomes that support the Department's D&I efforts and accomplishments. Employing formal assessment structures with engaged senior leadership throughout the Department will ensure the efficacy of diversity as a mission priority. Aligning these assessment strategies across all commands at every level is essential to the success of this effort.

Our ability to heighten awareness and prioritize progress will be through: (1) the furtherance of policies that maximize the diverse talents, backgrounds, and perspectives of our Sailors, Marines, and civilians; (2) the development of consistent D&I communication strategies throughout all levels of the department; and (3) the establishment of governance mechanisms to oversee and ensure department-wide standards for measuring progress.



"We will continue to draw upon and leverage the broad diversity of characteristics that have made this Department the most powerful maritime force in the world."

~Franklin R. Parker, Assistant Secretary of the Navy, Manpower and Reserve Affairs

Conclusion



To enhance our warfighting capability, we must continually attract, develop, and retain the right people at every echelon. Central to this effort is an understanding of how society is changing. Today's workforce is multi-generational, more diverse, and highly competent in using technology and interactive social structures to solve complex problems. As we continue to face an increasing array of threats, conflicts, and challenges around the globe, we must ensure we have a diverse and inclusive workforce--one that leverages

those talents in order to remain capable of sustaining global stability, deterring our adversaries, and providing our Nation's leaders with innovative solutions to withstand and win against our enemies.

Our commitment to our workforce is second to none and we must match our dedication not only with training, career advancement opportunities, and professional development, but also with an inclusive environment that assures the success of our people. Significant progress has been made in the last few decades. However, in order to take greater advantage of the diverse talents our Nation offers, we must continue our efforts to optimize mission performance by optimizing opportunity for all.

The Total Force Integration Board (TFIB) headed by the Assistant Secretary of the Navy, Manpower and Reserve Affairs (ASN (M&RA)) and the Navy and Marine Corps equivalent councils will provide oversight and resources to support this roadmap. An enterprise-wide implementation plan with associated goals and actions will be established to monitor and measure progress. The DON Diversity and Inclusion (D&I) Council will convene to develop the action plan and brief the TFIB no later than 120 days after the date of this document's issuance.

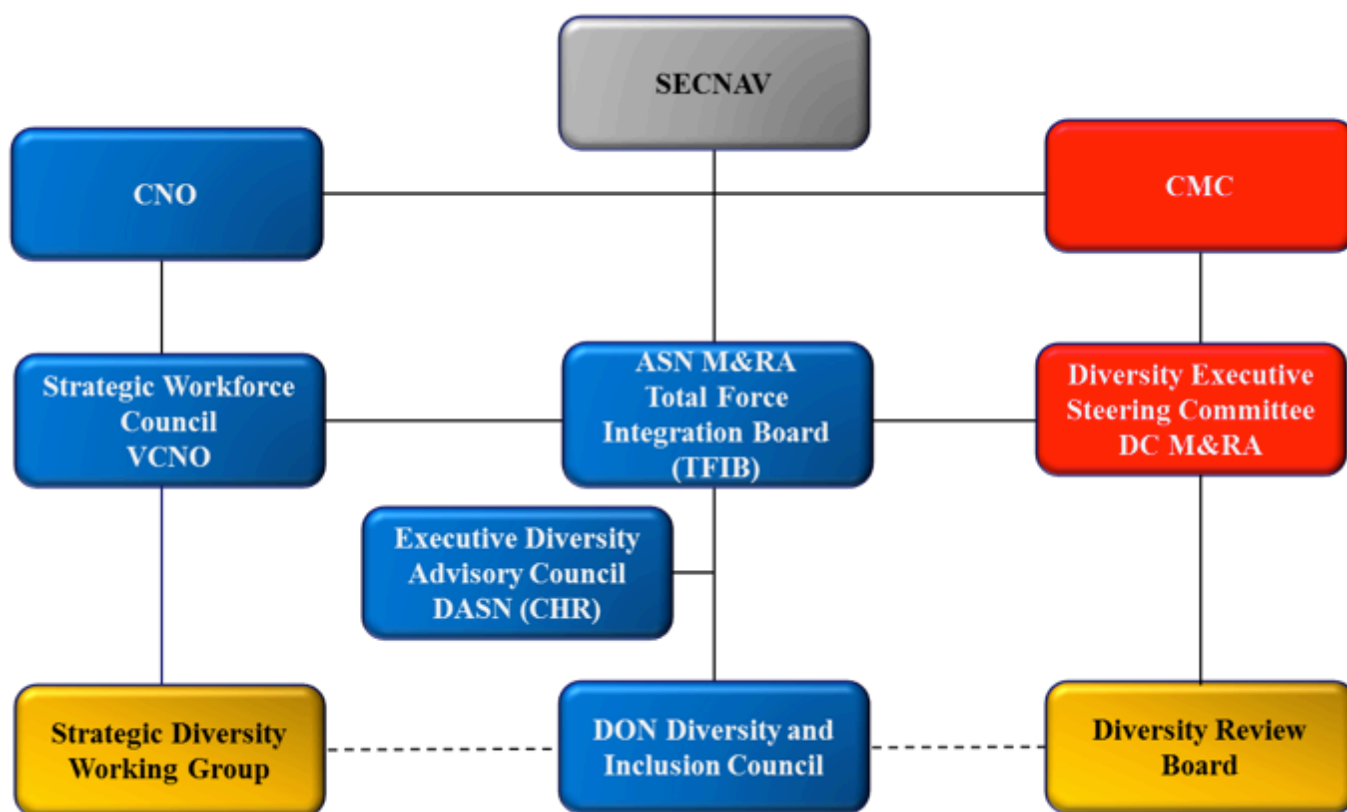
"The ability to maintain our current and future readiness requires that we understand our differences, and recognize the value our differences bring to the Department of the Navy and to our Nation."

~Ray Mabus, Secretary of the Navy

Appendix A: Diversity and Inclusion Roles and Responsibilities

The SECNAV, CNO and CMC provide oversight and guidance on the Navy and Marine Corps D&I efforts. The ASN (M&RA) serves as the Chief Diversity Officer for the DON and uses the TFIB as the principal forum for addressing Total Force Planning, Management and D&I efforts. The following two councils also address broader total force D&I matters:

1. The Executive Diversity Advisory Council (EDAC). Chaired by the Deputy Assistant Secretary of the Navy (Civilian Human Resources), the EDAC ensures that a diverse pipeline of civilian employees is competitive for advancement to executive level positions within the DON.
2. The DON D&I Council. Chaired by the DON D&I Director, the council ensures that the DON continues to attract, develop, and retain a highly diverse workforce and an inclusive organizational environment that values and embraces the broad talents and contributions of the military and civilian workforce.



Appendix B: Definitions

Definitions in this appendix serve as reference points and provide a common lexicon for terms used within this D&I Roadmap.

Diversity. The different characteristics and attributes of individuals (as defined in DoDD 1020.02E).

- ***Demographic Diversity*** — Inherent or socially defined personal characteristics, including age, race/ethnicity, religion, gender, sexual orientation, socioeconomic status, family status, disability, and geographic origin.
- ***Cognitive Diversity*** — Differences in styles of work, thinking, learning, and personality.
- ***Organizational Diversity*** — Organizational background characteristics affecting interaction, including Service, Component, and occupation/career field.
- ***Global Diversity*** — Intimate knowledge of and experience with foreign languages and cultures, inclusive of both citizen and non-citizen personnel, exchange officers, coalition partners, and foreign nationals with whom interaction is part of a globally engaged maritime strategy.

Diversity Management. The plans made and programs undertaken to identify and promote diversity within the DON to enhance capabilities and achieve mission readiness.

Equal Employment Opportunity (EEO). The right of all DON civilian employees and applicants to apply, work, and advance on the basis of merit, ability, and potential, free from unlawful discrimination based on race, color, religion, sex (including pregnancy, sex stereotyping, gender identity, transgender status, and sexual orientation), national origin, age, disability, genetic information (including family medical history), parental status, marital status, political affiliation, military service, or any other non-merit based factor.

Employee Resource Groups (ERGs)/Affinity Groups. Groups of employees who join together in their workplace based on shared characteristics or life experiences. ERGs are generally based on providing support, enhancing career development, and contributing to personal development in the work environment.

Appendix B: Definitions Cont.

Executive Order (EO) 13583. EO 13583: “Establishing a Coordinated Government-Wide Initiative to Promote Diversity and Inclusion in the Federal Workforce,” was signed on August 18, 2011. The EO requires the Office of Personnel Management to develop a government-wide Diversity and Inclusion Strategic Plan and guidance to agencies on the formulation of agency plans.

Management Directive 715 (MD-715). The policy guidance that the Equal Employment Opportunity Commission provides to federal agencies for use in establishing and maintaining effective equal employment opportunity programs, as required by Title VII and the Rehabilitation Act for civilian employees.

Military Equal Opportunity (MEO). The right of all military personnel to serve, advance, and be evaluated based only on individual merit, fitness, capability, and performance in an environment free from sexual harassment and unlawful discrimination on the basis of race, color, national origin, religion, sex (including gender identity), or sexual orientation.

Minority. The smaller part of a group. A group within a country or state that differs in race, religion, or national origin from the dominant group. According to EEOC guidelines, minority is used to mean four particular groups who share a race, color, or national origin: American Indian or Alaskan Native, Asian or Pacific Islander, Black (except Hispanic), and Hispanic.

Public Law 112-239, The National Defense Authorization Act for Fiscal Year 2013 (NDAA ‘13). NDAA ‘13, Section 519: “Diversity in the Armed Forces and Related Reporting Requirements,” requires a plan to measure D&I efforts and metrics to assess the development and implementation of the plan.

Total Force Integration Board (TFIB). The TFIB, chaired by ASN (M&RA), serves as the principal forum for total force planning and management efforts including: manpower requirements, workforce balancing and allocation of the total force, recruitment, training, diversity, compensation, recognition, health and medical readiness, personnel requirements, and community support.



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